

DEPARTMENT OF FAMILY SERVICES



MARC RACICOT, GOVERNOR

(406) 444-5900
FAX (406) 444-5956

STATE OF MONTANA

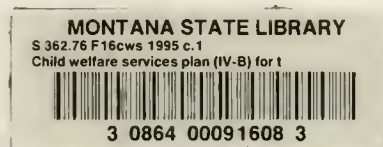
HANK HUDSON, DIRECTOR

PO BOX 8005
HELENA, MONTANA 59604-8005

CERTIFIED MAIL

September 15, 1994

Mr. Frank Fajardo, Regional Administrator, HHS/ACF
Federal Office Building
1961 Stout Street, Room 926
Denver, CO 80294



Dear Mr. Fajardo:

Enclosed is a copy of the FY95 Montana IV-B Child Welfare Services Plan, covering the period from October 1, 1994 to September 30, 1995.

Please contact me (406/444-5902) or Frank Kromkowski (406/444-5911) with any questions you might have about this document.

Sincerely,

A handwritten signature in dark ink, appearing to read "H. Hudson".

Hank Hudson
Director, Montana Department of Family Services

PLEASE RETURN

- c: Shirley Brown, Administrator, Program Management Division
Frank Kromkowski, Chief, Family/Community Support and Special Projects Bureau,
Program Management Division
James Rolando, Management Analyst, Program Management Division
Carl Slatt, Child Welfare Specialist, HHS/ACF, Region VIII
Formula Grants Branch, Management Support Division, ACF/HHS, Washington DC

Enclosures

STATE DOCUMENTS COLLECTION

FEB 06 1995

MONTANA STATE LIBRARY
1515 E. 6th AVE.
HELENA, MONTANA 59620

Dec
JUL 26 1995



Digitized by the Internet Archive
in 2011 with funding from
Montana State Library

State of Montana

CHILD WELFARE SERVICES PLAN (TITLE IV-B)

for the period October 1, 1994 to September 30, 1995

Federal Fiscal Year 95

Montana Department of Family Services

FY95 MONTANA TITLE IV-B CHILD WELFARE SERVICES PLAN

TABLE OF CONTENTS

Letter from the Governor of Montana	
Assurances	1
<u>PART I: INTRODUCTION</u>	2
IV-B Plan Cornerstone: Commitment to The Family and Family Preservation Policy	2
Vision of a Family-Centered, Community-Based System	3
<u>PART II: GOALS AND OBJECTIVES</u>	5
Goals for FY95	5
Objectives for FY95	7
Needs Analysis	9
New 1995 Initiatives	12
Tables of Action Steps and Timelines for Objectives	21
<u>PART III: BUDGET REQUEST/SUMMARY OF CHILD WELFARE SERVICES</u>	37
Annual Budget Request for Title IV-B Funds	38
State Annual Summary of Child Welfare Services	39
Pre-placement Prevention and Family Reunification Services, FY95	40

OFFICE OF THE GOVERNOR

STATE OF MONTANA



MARC RACICOT
GOVERNOR

STATE CAPITOL
HELENA, MONTANA 59620-0801

September 14, 1994

Mr. Frank Fajardo, Regional Administrator
Department of HHS, Region VIII
ACF/Administration for Children and Families
Federal Office Building
1961 Stout Street, Room 926
Denver, CO 80294

Dear Mr. Fajardo:

This letter is to confirm that Montana's FY95 IV-B Child Welfare Services Plan, as presented by the Montana Department of Family Services, has been reviewed and approved.

The services involved in this plan will be coordinated with the various units of state and local government.

Copies of the IV-B Child Welfare Services Plan for FY95 will be available for review and comment by affected entities and the general public upon request.

Sincerely,

A handwritten signature in cursive script that reads "Marc Racicot".

MARC RACICOT
Governor

ASSURANCES

Effective Date and State Official's Signature:

I hereby certify that, with the exceptions indicated below, the State of Montana complies with the requirements of law and regulations listed in the assurances in Section 422 (b) of the Social Security Act. With the establishment of the Montana Department of Family Services on July 1, 1987, authority for all assurances relevant to the Montana Department of Social and Rehabilitation Services' Community Services Division were transferred to the Department of Family Services.

The state agency is including in this plan the goals and objectives that will enable it to meet those assurances that, as indicated below, are not being met:

NONE

Dated: September 14, 1994 Reviewed by: Hank Hudson

Hank Hudson, Director

Montana Department of Family Services

Dated: _____ Reviewed by: _____

ACF/HHS Representative

PART I: INTRODUCTION

IV-B PLAN CORNERSTONE: COMMITMENT TO THE FAMILY AND FAMILY PRESERVATION POLICY

The family universally remains the cornerstone upon which societies are built and upon which they rely for strength, values, productivity and livelihood.

Unfortunately, the human services system and other societal institutions and forces in the political, economic and social sectors often behave in ways that appear to be antithetical to fostering and supporting this cornerstone. This is the case when out-of-home placement rather than family support, preservation and empowerment is the service of first resort in family and child welfare practice.

Montana has a long history of placing a disproportionately large number of children into foster care. Likewise, it has invested an enormous amount of money into a system of residential care facilities and has come to rely on them to "treat" children and youth with problems. During state fiscal year 1993, for the first time since the department began collecting data ten years ago, Montana experienced a slight decrease (1.5%) in the number of children (3,442) in out-of-home placement as compared to SFY92. However, near-final data for SFY94 data indicate another increase (4%, to 3,580) in the total number of children in out-of-home placement.

The current Montana administration, the state Legislature and the Montana Department of Family Services (DFS) are committed to continuing this trend of reversing these patterns and to developing a system of community-based and family-based services that will treat families as entire units, within the context of their environment, for the purpose of preserving and strengthening them. To articulate this intent to fundamentally change the service system, DFS adopted a new mission statement:

**The mission of the Department of Family Services
is to protect children and adults
by supporting family and community strengths.**

DFS will support this mission through the provision of:

- 1) services to prevent abuse and neglect
- 2) protective services for children and adults
- 3) child day care and other family support services
- 4) youth correction services, and
- 5) therapeutic services.

Some of these services are provided directly by DFS and others in cooperation with other private and public entities.

VISION OF A FAMILY-CENTERED, COMMUNITY-BASED CHILDREN'S SERVICE SYSTEM

This FY95 IV-B plan is rooted in a vision of a Montana DFS protective services strategy that addresses the need of children and adults at risk of abuse, neglect or exploitation to be protected by family-centered, community-centered means. Montana DFS' vision is to achieve protection from abuse and neglect by using methods and tools which respect the strengths and dignity of families and realistically and effectively support the best possibilities of a family's emerging from patterns of abuse or neglect or exploitation of a family member.

This is a new vision of children's services – a vision of a family-centered system in which every child and every family entrusted to the concern and care of the department is treated with all the dignity and respect they deserve and are effectively empowered to be free from abuse, neglect and exploitation. It is a vision that focuses DFS' attention not only on family problems but also on family and community strengths, and implementation of this vision requires enhanced efforts to strengthen prevention and family support resources.

It requires DFS and its various allies to improve consensus-building processes and structures that will bring all key players together to a common vision and will effectively lead everyone involved to a commitment to find and create resources to do what is required to fulfill that vision.

Montana DFS recognizes that a community-based and family-centered services system can exist only if a strong infrastructure is created to support it. It must be a creation of the community it serves, and cannot be imprinted from outside. Therefore, it must be inclusive, not locking out any member or group in the community, and must be based on a community consensus-building process.

Montana DFS is only one of the many public and private agencies, organizations and social institutions that have important responsibilities related to family and children's issues. Other public and private political, economic and social institutions and forces must also do their essential part to genuinely support and strengthen families and prevent family violence. Thus, DFS' IV-B plan for FY95 recognizes the continued necessity of expanding collaborative efforts, especially efforts such as the DFS Partnership for Strengthening Families Project initiated in 1994.

This vision requires DFS staff to become well-organized, consensus-building leaders who effectively encourage and empower people inside and outside of the department to be ever-more effective and focused in the work of supporting and strengthening families. It requires improvement in DFS central office-field staff collaborative efforts, getting both central office staff and field staff to see and act in ways rooted in the view that all DFS staff have a shared mission and are here to assist one

another, shoulder to shoulder, holding each other accountable at every level for effectively carrying out our common purpose: "Protect children and adults by supporting family and community strengths."

The DFS commitment to this vision means that this IV-B plan insists that an effective and acceptable approach to the problems and issues of protecting children and adults must include:

- (1) strengthening abuse prevention efforts and related family support resources such as day care, family-based services and early intervention services
- (2) integrating such family support activities with heightened efforts to reduce domestic violence and spouse abuse
- (3) renewing and deepening the DFS commitment to permanency planning – defined as planning to assure that all DFS child clients have a life-time family connection
- (4) understanding the need for a full and integrated continuum of services (from prevention through intensive out-of-home treatment) and
- (5) giving adequate attention to quality assurance – meaning that in addition to assuring compliance with important, essential paperwork and documentation of work performed, giving increased attention to the achievement of critical success variables that define and measure the extent of our success in protecting children and adults.

Therefore, this FY95 IV-B plan flows from the acknowledgement that child protective services in Montana (as well as the rest of the nation) have too long been moving toward ever more-numerous numbers of abuse/neglect referrals and investigations, ever more long-term and ever more-expensive out-of-home placements.

This plan is based on the premise that this destructive trend must be reversed. To accomplish this reversal, this plan flows in the opposite direction, toward enhancing Montana DFS' resources for:

- family preservation and family-centered services
- family support and family strengthening services
- integrating child day care services and domestic violence services more fully into DFS' service plans
- the prevention of domestic/family violence
- permanency planning for life-time family connectedness for DFS clients
- making permanency planning and family support planning an essential component of protective services from the very first point of contact with DFS clients
- systematically understanding and addressing not just the symptoms (abuse,

neglect, family violence) but also the reasons our society and communities are experiencing a growing crisis in violence and dysfunction manifested in abuse and neglect of children and adults.

Such Montana DFS efforts to reverse the destructive trends mentioned above are not viewed as a panacea, especially if they are taken in isolation from other agencies' and groups' efforts, but they are based on sound research and careful consensus-building planning.

One positive sign along this path toward reversing this trend family breakup and the increased placement of children in out-of-home care is the 1993 Montana Legislature's enactment of the Montana Family Policy Act legislation (HB 18, 1993 Legislature) to guide government actions that impact children and families. This legislation requires that all state agencies and programs in Montana be evaluated by whether they strengthen or hurt Montana's families – an important legislative policy decision highlighting the importance of family-strengthening and family-supporting efforts by Montana governmental programs.

This Montana FY95 IV-B Child Welfare Services Plan reflects this changing philosophical focus, and continues the initiatives and efforts first announced in Montana's FY94 IV-B Plan.

PART II: GOALS AND OBJECTIVES

GOALS FOR FY95: TO ADDRESS UN-MET NEEDS

Montana DFS' basic legal mandate is (1) to protect children and adults from abuse, neglect and exploitation (as articulated in the mission statement), and (2) to provide for the correctional needs of youths adjudicated delinquent and court-ordered to the custody and supervision of DFS. The basic goal of the department is to meet these needs and mandates on a day-in, day-out basis within the framework of law and policy and utilizing the available resources to the fullest extent possible.

The goals and objectives of this FY95 IV-B plan, on the other hand, do not address these on-going fundamental mandates as such; instead they address and focus on the *un-met needs*.

In focusing on un-met needs (rather than on the on-going work of child and adult protection), this IV-B plan does not undervalue the importance and centrality of such day-in-day out protective services practice which is the vast bulk of DFS work. This plan presupposes all of that on-going work, and is an attempt to move Montana DFS to a higher level of effectiveness in carrying out its mandate.

This IV-B plan is not, therefore, a work plan for Montana DFS' on-going protective services and juvenile corrections services practice but is rather the outline of a blueprint for the creation of a more adequate child welfare services system in Montana.

DFS has identified seven goals for FY95 that address high priority *un-met needs*:

1. During the next year, Montana DFS will continue to shift the focus of service delivery increasingly toward serving family units holistically.

The primary goal of services will be both (a) family preservation and family support and (b) protecting children and adults while preserving the family (wherever this is possible and consistent with effectively protecting persons from violence, abuse and neglect).

This focus on family support and family preservation is in no way meant to contradict DFS' efforts to protect the victims of spouse abuse and family violence and to assure that once abuse, neglect or exploitation has been identified it is stopped by effective intervention.

2. DFS will continue to work cooperatively with mental health, youth court probation officers, the Managing Resources Montana (MRM) teams for severely emotionally disturbed (SED) youth and other community agencies to reduce the use of in-patient psychiatric care and to increase and improve the system of community-based services to families with SED youth.
3. DFS will continue to re-orient the locus of youth corrections from secure institutional services to a system of community-based correctional services.
4. DFS will continue to design and implement a new data/information management and case management system for children and adult protective services (CAPS), targeted for operation by January, 1996.

The Montana DFS CAPS system will enhance DFS' ability to respond to client needs, provide helpful case management assistance and essential data for program management, and fulfill state and federal administrative requirements, including federal requirements under the AFCARS, NCANDS and SACWIS programs. (AFCARS: Adoption and Foster Care Reporting System. NCANDS: National Child Abuse and Neglect Data System. SACWIS: Statewide Automated Child Welfare Information Systems.)

5. The DFS Standing Committee on Training will develop a multi-faceted, comprehensive DFS Training Plan that will enhance the skills and abilities of staff at all levels to implement the changing policies of the department.

The FY 95 Training Plan will include an up-dated curriculum for foster parents and day care providers. Also, the entire Montana Child Abuse and Neglect (MCAN) training curriculum will be revised and up-dated to more accurately project the evolving philosophy of DFS toward greater support for family preservation and to include training in domestic violence issues (in cooperation with the Montana Coalition Against Domestic Violence). The new MCAN curriculum is being written under contract by Dr. Charles Horejsi of the University of Montana Department of Social Work.

Montana DFS will, as in years past, continue to use Title IV-E funds as a key funding source among others for DFS training, and will expand the search for additional uses of IV-E funds and the search for new training funds.

6. Montana DFS will increase and improve services to Native Americans through increased cooperation and inclusion, including a new Native American Advisory Council created by a joint DFS-Bureau of Indian Affairs effort. Emphasis will be placed upon self-determination and cultural awareness, and on fostering increased Native Americans' access to planning for service delivery.
7. Montana DFS, in cooperation and conjunction with other state and private agencies, will develop a five year integrated family services plan. This five year plan, to be completed by the end of June, 1995, will address the long-range needs of family support and preservation and the entire range of DFS services (CPS, APS, foster care, domestic violence, child day care, licensing, juvenile corrections, aging services, family support services, prevention services, etc.) in an integrated, coordinated manner.

OBJECTIVES FOR FY95:
TO ADDRESS UN-MET NEEDS

- 1-a. DFS will continue to develop and implement the Children' Services Reform and Refinancing Project to increase funding available to the system of community and family support services and to re-orient children's services toward family preservation, family support and abuse/neglect prevention.
- 1-b. An inter-agency planning group will be recruited by DFS and empowered to create Montana's Child Abuse and Neglect grant proposal to HHS/Administration for Children and Families requesting funding for the state under the Basic State CA/N Grant Program, to insure that it is community-based and family-support oriented.
- 1-c. Montana will continue to create and fund statewide efforts to prevent out-of-home placements, as resources allow.

- 1-d. DFS will increase community awareness of the need for family preservation services through public relations efforts, utilizing the DFS staff and the state and local advisory councils.
- 2-a. Montana DFS will work to reduce the need and demand for intensive services and will increase the availability of intermediate and community-based treatment services in order to decrease the number of children placed in in-patient psychiatric care facilities.
- 2-b. DFS will continue to create and fund statewide family-based family preservation (FBS) services, as resources allow.
- 2-c. DFS will continue to coordinate with the Department of Corrections and Human Services' Mental Health Division, community mental health agencies and the Managing Resources Montana (MRM) program to plan and implement an improved system of community-based mental health services for children, youth and families. This FY95 effort will build on the interagency SED Memorandum of Understanding which governs collaborative efforts, actions by the 1993 Montana Legislature and on MRM program activities initiated during FY94.
- 2-d. DFS will expand the quality and accessibility of child day care programs, funding increased levels of day care licensing staff and training for staff and contracted service providers, utilizing expanded federal (Block Grant Child Care and At-Risk Child Care) resources. There will be increased monitoring of day care providers by local DFS licensing staff and also by Central Office day care program staff.
- 3-a. Montana DFS will include provisions for the entire spectrum of youth in the corrections system – from at risk youth to adjudicated offenders – in plans for development of the community corrections system.
- 3-b. The DFS Juvenile Corrections Division and the Program Management Division (a 1993 consolidation of the Protective Services Division and the Community Services Division) and the DFS Management Support Services Division will coordinate, and to the greatest degree possible, plan jointly for all children, rather than individually to address the needs of discrete groups.
- 4-a. DFS will implement the plan created by the agency task force on the client/casework information system (CAPS: Children and Adult Protective Services), following their timetable and work plan. This new system is targeted for full implementation by January, 1996.
- 4-b. DFS will train all staff on use of the CAPS information system so that maximum potential can be realized as quickly as possible after the system is in place.

- 5-a. The DFS Training Plan will increase the knowledge, skills, qualities and values of staff and related service providers who are appropriate and necessary to implement and carry on the department's policies and services. Montana DFS will, as in years past, continue to use Title IV-E funds as a key funding source, among others, for DFS training.
- 5-b. DFS will continue and complete the process of implementing individual training plans for all staff, addressing the unique needs of each person and their work environment.
- 6-a. A Native American will be a member of each DFS regional advisory council, and the new DFS-BIA Native American Advisory Council will become a functioning, active group.
- 6-b. DFS will continue to clarify the relationship between State and Tribal governments regarding family services, with the constant intent to provide the best possible services with the least intrusion upon the sovereignty of Native American communities and nations.
- 6-c. Native Americans will be included in all DFS and inter-agency planning efforts for increasing the system of community-based, family-oriented services.
- 6-d. DFS will continue to provide funds and support for recruiting and training Native American foster homes.
- 7-a. DFS, as the lead agency, will convene a committee of representatives from all family serving agencies in the state, for the purpose of creating a five year integrated plan.
- 7-b. Using the information collected by the planning committee, DFS will draft a five-year state integrated family services plan.

NEEDS ANALYSIS:
JOINT FEDERAL AND STATE ANALYSIS OF UNMET NEEDS

Upon taking office in January of 1993, the new Governor of Montana ordered the Department of Family Services to initiate a planning process that would focus on four major needs that had been identified by his sub-cabinet on Human Services:

- a) DFS must intensify the focus of their efforts to preserve families, and treat them holistically as units.

- b) Montana must reduce the use of in-patient psychiatric care for children and youth, and increase the availability of community-based services.
- c) Montana must shift the focus of youth corrections away from secure detention, toward community-based corrections programs.
- d) DFS must design and implement an adequate client information system.

Along with the needs identified by the Governor, DFS identified other major areas of need to be addressed in this 1995 plan:

- e) There is need to expand and improve training for DFS staff.
- f) DFS must continue to improve services to Native American families by including Native Americans in all aspects of planning for services and fostering increased self-determination.
- g) To that end, the DFS and the Bureau of Indian Affairs have entered into a Memorandum of Agreement to coordinate existing Child and Family Service programs, as well as new activities undertaken pursuant to the Family Preservation Act. The purpose of the MOU is to coordinate the resources and programs funded through the DFS and BIA in order to provide a continuum of services and a more comprehensive service network. Five areas of joint responsibility were identified in the MOU:
 - 1) DFS, the tribes and the BIA will identify representatives "knowledgeable in human services and familiar with child and family programs," to serve as an advisory council to coordinate and advise on program development and implementation.
 - 2) The tribes and local DFS staff will initiate a planning process for improved coordination of services pursuant to P. L. 103-66.
 - 3) DFS and BIA will jointly fund training efforts in communities, whenever possible, to encourage mutual respect between participants.
 - 4) The DFS and BIA will compile and disseminate materials to communities that provide information on culturally relevant child and family service programs. Funding for this endeavor will be jointly provided by the agencies.
 - 5) BIA and DFS will share information on funds available through grants, contracts or foundations on model programs and other areas of interest. Joint letters of support for grants will be reviewed by the advisory council.

In May of 1994, officials and staff of Montana Department of Family Services and a representative of HHS' Denver Regional Office of the Administration for Children and Families met and agreed that the planning process used by the department has the elements necessary to produce the FY95 IV-B plan.

In addition it agreed that this FY95 plan would be a one year (12 month) plan that would be used to set the stage for full-scale implementation of the long range goals.

It was also agreed that the mandates of the new Montana administration, consistent with federal and state legislation and policy, would be the cornerstone of the plan.

The 1993 mandates of the Montana Governor's Office were timely, following shortly after the release of the final report of the Administration for Children and Families on its 1991 Montana Child Welfare Program Review. This ACF report identified several needs and made recommendations that fall directly into line with the directive of the Governor:

- a) DFS should allocate resources to provide expanded in-home services to strengthen families and prevent out-of-home placements.
- b) The state should continue to develop treatment resources at the community level, e.g., mental health services should be made readily available to assist the development of family-based services, which may prevent some placements or preclude disruption of others.
- c) The efforts of the department to develop the "continuum of care" for families and children should have the highest departmental priority.
- d) DFS should implement a management information system as quickly as possible so that management has accurate information with which to make critical decisions in all areas.
- e) DFS should develop and implement a comprehensive training and staff development program that includes individual staff development plans for all employees.
- f) There are only a few Native American or culturally-relevant family treatment services; state-funding for such programs is minimal or non-existent. The state should set up a Native American family treatment service staffed by Native Americans.

NEW 1995 INITIATIVES:
AIMED AT STRENGTHENING FAMILIES,
CONTINUING IMPLEMENTATION OF THE GOVERNOR'S POLICIES

1. DFS PARTNERSHIP FOR STRENGTHENING FAMILIES PROJECT

The 1993 Montana Legislature for the first time gave DFS authority to develop programs on the front end of the child welfare system. This shift in state policy means that communities can build supports for families to prevent child abuse and reduce the need for foster care, rather than waiting to treat the aftermath of severe family crisis. In response to identified un-met needs, DFS has entered into a contractual relationship with the Montana Council for Families (MCF) to implement a strategic community planning project, "The DFS Partnership for Strengthening Families Project," which has three goals:

- 1) To develop a comprehensive continuum of services in partnership with community organization that will increase the capacities of at-risk families to nurture their children in healthy environments by providing parents with the knowledge, skills and support they need to do so;
- 2) To decrease the incidence of child abuse and neglect in the targeted population. The Partnership Project specifically targets: (1) high risk families with children ages zero to three years; and (2) families referred to DFS whose children are not at imminent risk of removal from their home.
- 3) To improve the availability of service agencies to deliver coordinated, family focused services that are preventative, non-punitive, voluntary, and culturally responsive.

The Department's "Partnership Project" is supported by state funds recaptured through increased charges to the federal government for on-going child protective services. One million dollars will be invested in community family support programs during fiscal year 1994-1995. These funds are divided among the state's five DFS regions based on population. DFS Regional Administrators, working with local Family Services Advisory Councils, have selected communities eligible to apply for Partnership funding. Several regions elected to divide available funds among a larger number of communities. To qualify for funding, designated communities must submit collaboratively-designed family support plans that incorporate proven child abuse prevention strategies. Plans must rest on careful assessment of community needs and on broad-based community participation in selecting program priorities. The Partnership Project is to be implemented state wide. However, it is being piloted in two cities the first year, Billings, and Havre. The other communities have already begun the collaborative planning process.

Via an RFP process, DFS has engaged the services of Trankel Research and Analysis to custom-build rigorous program evaluations for each project. The Partnership project is under the direction of the Montana Council for Families and a DFS Partnership Project Guidance Team. As the first round of projects begin hiring staff during September, 1994, MCF is working with communities to organize pre-service and in-service training that taps resources at the local, state and national levels.

The Montana Council for Families' companion "Montana Supports Families Project," provides technical assistance to communities as they formulate and implement their family support plans. This "Montana Supports Families Project" is jointly funded by the U.S. West Foundation, DFS, and MCF's many "Partners in Prevention." The Montana Family Support Planning Handbook, prepared by the Montana Council for Families, contains extensive information on community strategic planning and family support program development. It is intended to guide communities in applying for DFS Partnership to Strengthen Families funds and, more generally, in focusing community attention and commitment toward strengthening and supporting vulnerable families.

2. THE FAMILIES FOR KIDS INITIATIVE:

The Montana Post-Adoption Center and the Department of Family Services have undertaken a joint effort to secure funds from the Kellogg Foundation to place children who are in long term foster care into permanent living situations (including returning to their families, if that is possible). If funding becomes available, during the first year of the project the program will target children who have been in foster care two years or more, will target children in care 1.5 years during the second of the project, and children in care one year during the third year of funding. Total funds sought from Kellogg are \$450,000.

3. QUALITY ASSURANCE PLAN:

In the DFS quest to move away from being a reactive child-placing agency to a more proactive family support and preservation agency, DFS has recognized the need to assess and improve the quality of services that it provides to families. That case planning takes place has long been a given. However, in order to assess the effectiveness of that planning process, DFS will undertake a project aimed at measuring the outcomes of services rather than simply the process by which they are provided. This will entail a three stage process:

- 1) Case plans will be compared with the activities of the case to determine if the case work activity indeed follows the case plan's proposed course of action.
- 2) Natural parents, foster parents (and where appropriate, the children themselves) will be interviewed to determine the extent to which the planning process has

included them and the extent to which the case plan and casework activity are meeting the needs of the children and families involved.

- 3) Client outcomes with regards to long and short term goals will be assessed to determine the degree to which plans contribute to permanency.

4. BUILDING SKILLS FOR ADULTHOOD (FORMERLY INDEPENDENT LIVING SERVICES) PROJECT:

The name of the DFS Independent Living Services Project has been changed to Building Skills for Adulthood. A DFS Building Skills for Adulthood Advisory Council has been formed and has been meeting to provide guidance for the project. DFS has consulted with this council in refining DFS efforts for transition planning, skills development and mentoring for youth aged 16 and over. One result of these consultations is a contract for FY95 with the Clinical Psychology Department of the University of Montana Department of Psychology to conduct life skills assessments using the nationally-validated Daniels Memorial independent living skills questionnaire, to train mentors in adulthood skillbuilding and to evaluate the results of these efforts, so as to design new and more effective services that build DFS foster care youth's skills for adulthood.

5. NATIVE AMERICAN ADVISORY COUNCIL

The Bureau of Indian Affairs (BIA) and the Montana Department of Family Services (DFS) in cooperation with seven tribes in Montana are meeting to facilitate the coordination of resources and programs funded through DFS, BIA and other governmental entities. The goal is to provide a continuum of services and a more comprehensive service network. The Department of Family Services, BIA, and each of the seven tribes have appointed a representative to attend the quarterly meetings. The council met for the first time on August 18, 1994, in Billings.

6. ADVOCATES FOR MONTANA'S CHILDREN (AMC), INC.:

DFS is a participant/consultant in the AMC project, which grew out of the Montana Children's Alliance. AMC, recently incorporated, is a new multi-agency consortium of children's advocates that includes dozens of organizations and individuals from across the state. The AMC, a collaborative of public and private organizations and individual members, will continue to bring together the ideas and efforts of a broad coalition of individuals and organizations concerned with Montana's children in an organized effort to protect their future.' AMC aims to create a children's legislative agenda that will be a progressive blueprint for Montana's children, grounded in a democratic, formal consensus process and based on solid research into children's needs and effective way to meet those needs.

AMC has already become a vibrant collaborative effort of government, business and community citizens, and this has been made possible as a result of a full consensus decision-making process utilized by AMC and a belief in the need to work together on behalf of Montana's children. AMC has organized community forums (day care, children's health, family violence, adolescent issues, children's poverty) held throughout the state during the year. DFS representatives were active participants in each of these AMC forums and will continue to participate as a non-voting member of the consensus-building process initiated by AMC (since state agencies are consultants to, not members of, the Advocates for Montana's Children, Inc).

7. CHILD AND FAMILY SERVICES POLICY MANUAL AND TRAINING:

A new DFS Child and Family Services Policy Manual has been written. During FY95, on-going training on the new material will be conducted around the state to insure that all staff become familiar with it.

This new manual reflects the changing philosophy of the department, and is the beginning of the guideposts leading to greater support for families and greater emphasis upon their preservation.

8. REFUGEE RESETTLEMENT SERVICES:

DFS staff in the Program Management Division coordinate the state's refugee resettlement program. Montana, especially Missoula, has a sizable and growing refugee population comprised mainly of Southeast Asians and Ex-Soviet Pentecostal people. Although they have been traditionally served outside of the mainstream of services, new funding sources are being tapped, and DFS will include refugee services in the Five Year Integrated Plan for Family Support and Preservation, that will be developed during FY95.

9. CHILDREN'S SERVICES LICENSING:

DFS has hired a new children's services licensing program officer in the Program Management Division who will be responsible for overseeing licensing activities, including training and quality assurance. A new DFS Licensing Policy Manual is being written, and will be published and implemented during the next year.

Extensive additional training for DFS licensing staff is being designed and will be implemented during FY95.

10. THE DFS WILDERNESS TREATMENT PROGRAM:

In an effort to reserve secure-care beds for only those youth demanding high cost secure placement, attention is being directed by the department to the development of

alternative programs for adjudicated youth committed to DFS. One such option is the Aspen Wilderness Program as adapted to meet Montana needs.

Approximately 300 youth per year are committed to the Juvenile Corrections Division of DFS. Of these, it is estimated that only 40%, or 120, are appropriate for secure-care placement. As an alternative, the Wilderness Program will provide for 96 placements per year for youth who otherwise would be placed in more expensive secure-care. Outcomes of the DFS Wilderness Treatment Program will include:

- a) An increase in the DFS Juvenile Corrections Division's capacity to serve adjudicated youth.
- b) Costs currently devoted to secure-care will be reduced, allowing for a shift in funds toward community/family based services.
- c) The population of the DFS Pine Hills School correctional facility will be reduced to a more workable level of about 80.
- d) The focus of family involvement in the total treatment plan will be greatly increased.

11. THE CHILDREN'S SERVICES REFORM AND REFINANCING PROJECT:

During FY93 and FY94 DFS undertook a search for alternative ways to enhance DFS revenue that could be utilized in the development of family preservation and support services. One outcome of that search was the Montana Legislature's approval of the DFS Children's Services Reform and Refinancing Project. This year, under this project, six staff persons have been hired to mobilize the department's refinancing efforts, one Financial Specialist for each of the five regions and one program officer in the Program Management Division. This team will be responsible for:

- 1) Training social DFS workers and youth court probation officers in gaining access to cost-effective services for families in need.
- 2) Assisting social workers in identifying resources for the family.
- 3) Assuring that case records are in compliance with the specific funding requirements.

12. CHILD FATALITY REVIEW BOARD:

One of the directives of The Children's Justice Act is that states improve the manner in which they handle child abuse and neglect cases related to fatalities. One way that DFS will comply with this requirement is by initiating a review process.

DFS will contract with the Montana Department of Health, Division of Child and Maternal Health, to expand the responsibility of their review team (which currently examines only cases of infant mortality) to include all cases of child fatalities up to age 14. Subsequently, the age limit will be increased to 18.

13. STRATEGIC PLAN OF THE FAMILY SERVICES ADVISORY COUNCIL:

The State Family Services Advisory Council was created to perform a number of important duties regarding services to Montana youth and families. One of these duties is to "develop a Strategic Plan for the department" (Section 52-1-202(2)(a), MCA, based on SB187, 1993 Legislature). The purpose of the Strategic Plan is to guide and unify the internal efforts of the department and provide a framework for collaboration and education within communities to ensure that the department's mission is carried out. This strategic plan is being developed by the council via a review of all DFS plans, of statutes related to DFS' work and of all current DFS activities and initiatives. The plan is set for final review at the October, 1994 meeting of The State Family Services Advisory Council.

INTER-AGENCY COOPERATION IN IDENTIFICATION OF UN-MET NEEDS

Montana law, Section 53-4-118, MCA, requires that an inter-agency planning committee be appointed to provide each session of the legislature with a comprehensive plan for the delivery of services to emotionally disturbed children, youth and their families. The members of the committee are:

- The Department of Family Services
- The Department of Social and Rehabilitation Services
- The Department of Corrections and Human Services
- The Department of Health and Environmental Sciences; and
- The Office of Public instruction.

The inter-agency plan developed by the committee and presented to the 1993 session of the Montana Legislature was predicated upon four guiding principles that echo both the directive given to the department and the federal recommendations:

- 1) It is a goal of the Montana plan for the delivery of services to emotionally disturbed children, youth and their families to (a) preserve the family unit (in its non-abusive, healthy and diverse forms) wherever possible and (b) to respect and value the integrity and resources of such family units even when they are under tremendous stress because of problems associated with severe emotional disturbance.
- 2) Services to severely emotionally disturbed children and youth and their families must be provided holistically, drawing upon resources from all appropriate

agencies acting in consort.

- 3) There is a great need to reduce the number of children and youth who are removed from their families and treated in isolation in remote settings.
- 4) A great deal of planning for services exists and must be pulled together to present a united effort.

In the planning process concerning the delivery of services to emotionally disturbed children, youth and their families, numerous departmental and systemic needs were identified:

- 1) The Mental Health Division of the Department of Corrections and Human Services estimates that there are a total of 6,000 children and youth who are mentally and behavioral disordered. 408 of those are the direct responsibility of DFS, and the department must plan for improved services to them.
- 2) In 1991, 266 children and youth were placed in in-state treatment facilities, and 106 were placed in facilities out-of-state.

In 1992 again, 266 children and youth were placed in in-state facilities, but the number of out-of-state placements had risen to 129.

By the end of the first half of 1993, 290 youth were placed in in-state treatment facilities. Alternative community-based and home-based services must be developed to decrease the number of these placements.

- 3) The current capacity need for home-based services is 422, while the currently available capacity is only 200.
- 4) The estimated capacity need for inpatient hospital treatment is 22 beds, and the currently available capacity is 152 beds.
- 5) The estimated capacity need for inpatient residential treatment is 22 beds, and the currently available capacity is 160 beds.
- 6) The estimated capacity need for therapeutic youth group home care is 203, and the current available capacity is 88.

Clearly there is great need to redirect the resources spent on in-patient treatment toward less costly, more productive community-based and home-based service modalities. The managed care teams for SED youth (Managing Resources Montana, MRM) created in 1993 are beginning to address this need, and MRM's first year of operation is being systematically evaluated.

COMMUNITY/LOCAL AND PRIVATE PARTICIPATION IN JOINT PLANNING EFFORTS

Department of Family Services staff, the Family Services Advisory Council, Local Youth Advisory Councils and the Montana Council on Families (a private agency) have been working together for the past several months, to determine the un-met needs indigenous to local Montana communities. A categorical synopsis of the identified needs includes, but because the process is not yet complete, is not limited to:

- 1) Community and family-based services must target "high risk" families, since such families tend to consume a disproportionate amount of community resources. These families must be treated as whole units, capitalizing upon the strengths they possess.
- 2) Access to services must be simplified. A "single point of access" would be beneficial.
- 3) Montana must take advantage of services that have been proven to work rather than "experiment" with untried service modalities. Skill- building services should be emphasized, along with parent support groups and home visitor programs, targeting families with identified problems.
- 4) There is a renewed intense interest in communities for taking responsibility for developing their own services. To do this, they need training in all aspects of community organization, as well as CAN prevention practices.
- 5) There is an overwhelming need for training for DFS staff. However, need for additional training is experienced in all areas of the service community. Therefore, if programs are to be successful, a comprehensive training program must be developed.

RATIONALE FOR THE SELECTION OF NEEDS THAT ARE ADDRESSED IN THE MONTANA FY95 IV-B PLAN

It is not possible to address all of the needs of an entire state in one twelve-month plan. The selection of unmet needs that are addressed in the goals and objectives of the Montana IV-B Plan for FY95 is based on an assessment of the following factors:

- the directive of the Office of the Governor to re-direct the course of the Department of Family Services toward providing more family/community-based services and toward an emphasis on strengthening families;
- the identification of the needs most critical to accomplish this by the Local Youth Services Advisory Councils, the Family Services (State) Advisory Council, the DFS Management Team, other inter-agency state planning

committees and representatives from the Native American community;

- the relationship of unmet needs to legal mandates;
- the availability of funding sources;
- the availability of staff resources required for implementation of the plan.

TABLES OF ACTION STEPS AND TIMELINES FOR OBJECTIVES

Objective 1-a: DFS will continue to develop and implement the Children' Services Reform and Refinancing Project to increase funding available to the system of community and family support services and to re-orient children's services toward family preservation, family support and abuse/neglect prevention.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Continue IV-A Emergency Assistance funding efforts begun last year and evaluate the results of DFS efforts and IV-A EA training.	Refinancing/Reform Program Officer of the Management (PM) Division	September 30, 1995
2. Increase utilization of IV-E funds for training.	Training Program Officer and Refinancing/Reform Program Officer and PM Division staff	July 1, 1995
3. The department will continue to increase the numbers of DFS foster care clients who are paid for by SSI, in follow-up to the SSI eligibility review project begun last year.	SSI Program Officer of the PM Division and Regional Office staff with Blake Associates (SSI project contractor)	December 30, 1995
4. The department will increase parental contributions toward the cost of caring for their children who are in foster care.	DFS Refinancing/Reform Program Officer, with SRS Child Support Enforcement Division staff and DFS regional office staff	September 30, 1995

Objective 1-b: An inter-agency planning group will be recruited by DFS and empowered to create Montana's Child Abuse and Neglect grant proposal to HHS/Administration for Children and Families requesting funding for the state under the Basic State CA/N Grant Program, to insure that it is community-based and family-support oriented.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Contact other state agencies and get names of possible staff to participate on the committee.	Bureau Chief, Protection/Intervention (PI) Services Unit and CPS Program Officer, with PM Division staff	October 31, 1994
2. Contact regional administrators and get the names of regional agency persons to participate on the committee.	Bureau Chief, PI Services Unit and CPS Program Officer, with PM Division staff	October 31, 1994
3. Hold first meeting of committee, set agenda and time tables.	Meeting conducted by PM Division staff	November 30, 1994
4. Write CAN grant proposal.	Bureau Chief, PI Services Unit and CPS Program Officer	In accord with decisions and timelines set by the planning committee
5. Submit grant proposal.	PM Division staff and Director	In accord with federal deadline

Objective 1-c: Montana will continue to create and fund statewide efforts to prevent out-of-home placements, as resources allow.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Gather needs data from local and regional DFS office, regional advisory councils (and other groups such as regional SED/MRM teams and various public and private prevention-planning groups) – documenting the kinds and amount of community-based programs needed to prevent out-of-home placements.	Refinancing/Reform Program Officer; Bureau Chief, Program Support and Special Projects Unit; and Bureau Chief, Protection/Intervention Services Unit	January 1, 1995
2. Assign priorities to identified needs.	PM Division staff with the Partnership Project Guidance Team and DFS Management Team	February 1, 1995
3. Determine costs of priority services and what can be realistically funded.	PM Division staff with assistance from the Management Support Services Division.	February 20, 1995
4. Prepare RFPs and get approval. To be distributed statewide.	Refinancing/Reform Program Officer; Bureau Chief, Program Support and Special Projects Unit; and the Bureau Chief, Protection/ Intervention Services Unit	April 1, 1995
5. Proposals are submitted to DFS.	Potential providers	June 1, 1995
6. Proposals are screened and accepted and contracts written and signed.	PM Division staff	July 1, 1995
7. New projects are implemented.	Community services providers	ASAP

Objective 1-d: DFS will increase community awareness of the need for family preservation services through public relations efforts, utilizing the DFS staff and the state and local advisory councils.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Work with Montana Council on Families and state and local advisory councils to identify public relations and information needs in the area of abuse prevention and family preservation.	PM Division staff, with Regional Services Division Administrator and the DFS Regional Administrators	December 31, 1994
2. In a leadership role, DFS will continue to collaborate with other agencies and organizations in the Interagency Prevention Coordination Council created by the 1993 Montana Legislature.	DFS Director, in coordination with all DFS staff listed above	September 30, 1995

Objective 2-a: Montana DFS will work to reduce the need and demand for intensive services and will increase the availability of intermediate and community-based treatment services in order to decrease the number of children placed in in-patient psychiatric care facilities.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Assess the numbers of children in in-patient psychiatric care.	DFS Treatment Services Unit, Residential Treatment Specialist, in collaboration with PM Division staff	December 1, 1994
2. In accord with to HB 632, screen this list for those children who can potentially be brought home either to their own homes or a less restrictive community-based setting.	DFS Treatment Services Unit, Residential Treatment Specialist, in collaboration with PM Division staff and local staff involved in placements and relevant agencies	February 1, 1995
3. Create new community-based services to fill in more gaps in the continuum of care will allow placement of more children who otherwise would be places into psychiatric facilities.	DFS Treatment Services Unit, Residential Treatment Specialist, in collaboration with PM Division staff and local staff involved in placements and relevant agencies	On-going, in accord with DFS work plan

Objective 2-b: DFS will continue to create and fund statewide family-based family preservation (FBS) services, as resources allow.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Identify communities where new FBS projects will be implemented.	Local youth services advisory councils with DFS Residential Treatment Specialist and PM Division staff	November 1, 1994
2. Prepare RFPs and complete approval process for distribution.	Residential Treatment Specialist, with assistance from PM Division staff	January 1, 1995
3. Receive proposals from the field.	Residential Treatment Specialist, with assistance from PM Division staff	March 1, 1995
4. Screen proposals and select providers.	Residential Treatment Specialist, with assistance from PM Division staff	April 1, 1995
5. Contracts written and signed.	Residential Treatment Specialist	May 1, 1995
6. New projects implemented.	Community services providers	ASAP

Objective 2-c: DFS will continue to coordinate with the Department of Corrections and Human Services' Mental Health Division, community mental health agencies and the Managing Resources Montana (MRM) program to plan and implement an improved system of community-based mental health services for children, youth and families. This FY95 effort will build on the interagency SED Memorandum of Understanding which governs collaborative efforts, actions by the 1993 Montana Legislature and on MRM program activities initiated during FY94.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. DFS will continue to participate as a member of the inter-agency planning committee on emotionally disturbed youth and MRM team.	Treatment Services Unit of the PM Division	On-going, in accord with DFS work plan timelines
2. DFS will share all information on mental health needs of clients with Managing Resources Montana (MRM)	Same as above	On-going, as the information analysis process allows.
3. DFS will cooperate and share information on the needs of individual communities with the regional MRM Teams.	Administrator of the Regional Services Division and Regional Administrators	On-going, in accord with DFS work plan timelines
4. DFS will cooperate with DCHS and DHES in restructuring mental health services in the state.	Treatment Services Unit of the PM Division	On-going, in accord with DFS work plan timelines

Objective 2-d: DFS will expand the quality and accessibility of child day care programs, funding increased levels of day care licensing staff and training for staff and contracted service providers, utilizing expanded federal (Block Grant Child Care and At-Risk Child Care) resources. During FY95, there will be increased monitoring of day care providers by local DFS licensing staff and also by Central Office day care program staff.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Continue and expand the day care services and training funded by the Child Care and Development Block Grant (CCDBG), implementing the updated Montana CCDBG plan for FY95.	DFS Day Care Program Officers, the CCDBG Planning Task Force, and the Montana Child Care R&R Network Coordinator	September 30, 1995
2. Continue Montana DFS management of the federal IV-A At-Risk Child Care Program (ARCC).	DFS Day Care Program Officers	September 30, 1995
3. Continue funding of five new DFS licensing worker FTEs who will focus strictly and full-time on day care facilities (in addition to the previous 6.7 DFS FTEs allocated to day care licensing and registration work).	DFS Day Care Program Officers	September 30, 1995
4. Update the DFS licensing policy manual (including DFS day care licensing policies).	Day Care Program Officer, Children's Services Licensing Officer and Standing Committee on Licensing	November 30, 1994
5. Complete basic training and policy training for all DFS FRS licensing workers (all FRS workers, including day care licensing workers) on the fundamentals of sound and creative licensing practices.	Day Care Program Officer, Children's Services Licensing Officer and Standing Committee on Licensing	March 30, 1995
6. Initiate a Get Well Child Care program for children with illnesses that keep them from attending regular day care programs.	Day Care Program Officer, Get Well Care Task Force	September 30, 1995

7. Cooperate with Montana SRS in creating a new MACCS (Montana Automated Child Care System) computer system for child day care (payments, eligibility, certifications), to interface with the DFS CAPS computer system project to create a DFS/SRS system for managing day care and other DFS licensing activities.	DFS Day Care Program Officer, SRS MACCS Project Director, CAPS Project Director	In accord with timelines in the MACCS work plan and the CAPS Project work plan
8. Monitor and evaluate DFS day care programs and contracted day care service providers, promoting quality day care and effective fiscal management of day care programs.	Day Care Program Officers; Bureau Chief, Family and Community Support Services Unit	September 30, 1995
9. Continue to assist the Governor's Child Care Advisory Council to implement their state child care plan and to meet their other advisory and advocacy duties for the improvement of the quality and accessibility of day care in Montana, in cooperation with all sectors of the Montana child care community.	Day Care Program Officers; Bureau Chief, Family and Community Support Services Unit	September 30, 1995
10. Continue to fulfill DFS' role as lead agency for day care in Montana and work cooperatively with SRS and other public and private agencies and organizations involved in Montana day care programs.	Day Care Program Officers; Bureau Chief, Family and Community Support Services Unit	September 30, 1995
11. Complete the legislatively-mandated 20% sample inspection of day care group and family homes and prepare report and recommendations regarding findings.	Local Day Care FRS staff; Day Care Program Officers	September 30, 1995
12. Continue the review of day care Administrative Rules, in follow-up to the CCDBG study of recommended changes, modifying ARM rules as needed.	Day Care Program Officers; DFS Legal Unit, in conjunction with CCDBG rules study task force	September 30, 1995

Objective 3-a: Montana DFS will include provisions for the entire spectrum of youth in the corrections system – from at risk youth to adjudicated offenders – in plans for development of the community corrections system.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. The numbers of youth in Pine Hills and Mountain View Schools will be reduced.	Administrator of the DFS Corrections Division, and Corrections Division staff	December 1, 1995
2. The Corrections Division will be regionalized in line with the rest of DFS, along with other changes making DFS corrections more community-based and integrated with other DFS programs and services.	Administrator of the DFS Corrections Division, the DFS Director and DFS Regional Administrators	In accord with the Corrections Divisions work plan, with completion by 1996.

Objective 3-b: The DFS Corrections Division and the Program Management Division (a consolidation of the Protective Services Division and the Community Services Division) and the DFS Management Support Services Division will coordinate, and to the greatest degree possible, plan jointly for all children, rather than individually to address the needs of discrete groups.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Corrections Division staff and Management Support Services Division staff will be included in all planning sessions with the Program Management Division.	Administrators of the three divisions	On-going, as meetings are held
2. Corrections Division staff, including DFS Probation Officers, will become regionalized in line with the rest of DFS.	Administrator, Corrections Division	1996
3. The Corrections Division and the Program Management Division will coordinate to enhance the community and family support and foster care needs of youth leaving Pine Hills and Mountain View.	Corrections Division staff and PM Division staff of Protection/ Intervention Services Unit	September 30, 1995

Objective 4-a: DFS will implement the plan created by the agency task force on the client/casework information system (CAPS: Children and Adult Protective Services), following their timetable and work plan. This new CAPS system is targeted for full implementation by January, 1996.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Implements the approved general systems for CAPS.	CAPS Project Director, the Management Support Services Division, the CAPS Permanent Users Focus Group and BDM	On-going, in accord with the CAPS Project work plan
2. Assure that the new CAPS system meets the new federal requirements for adoption and foster care data, for the NCANDS (National Child Abuse and Neglect Data System) and SACWIS (Statewide Automated Child Welfare Information Systems).	CAPS Project Director, the CAPS Permanent Users Focus Group, PM Division program staff, BDM	On-going, in accord with the CAPS Project work plan
3. Train DFS workers in computer use in preparation for CAPS implementation. (See objective 4-b also.)	CAPS Project Director, the Management Support Services Division	On-going, in accord with the CAPS Project work plan

Objective 4-b: DFS will train all staff on the use of the CAPS management information system so that maximum potential can be realized as quickly as possible after the system is in place.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Once the new CAPS management information system is implemented and workers are initially trained in its use, training should be developed which combines policy training, computer training and CAPS use training. This should include updating the training at appropriate intervals.	CAPS Project Director and Administrator of the Management Support Services Division, in conjunction with PM Division	In accord with the CAPS project timeline and the DFS training plan

Objective 5-a: The DFS Training Plan will increase the knowledge, skills, qualities and values of staff and related service providers who are appropriate and necessary to implement and carry on the department's policies and services. Montana DFS will, as in years past, continue to use Title IV-E funds as a key funding source, among others, for DFS training.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. A staff training needs assessment is conducted.	Training Officer, PM Division program officers, and the DFS Standing Committee on Training	October 31, 1994.
2. DFS training plan for FY95 is finalized for over-all staff training.	Training Officer, PM Division program officers, and the DFS Standing Committee on Training	October 31, 1994
3. DFS training plan is implemented.	Training Officer, PM Division staff, and the DFS Standing Committee on Training	In accord with training plan timelines

Objective 5-b: DFS will continue and complete the process of implementing individual training plans for all staff, addressing the unique needs of each person and their work environment.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. The strengths and needs of each staff member will be assessed.	Each DFS supervisor will be responsible for assessing the needs of their workers	January 1, 1995
2. Individual training plans are written for each staff person.	Supervisors with staff	April 1, 1995
3. Training options identified and schedules developed.	Training Officer, PM Division program officers, and the DFS Standing Committee on Training	June 1, 1995
4. Individual training plans are implemented.	Training Officer, in collaboration with all staff	On-going, in accord with individual and local office work plans

Objective 6-a: A Native American will be a member of each DFS regional advisory council, and the new DFS-BIA Native American Advisory Council will become a functioning, active group.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Identify potential advisory council members from Native American communities and names submitted to chairpersons.	DFS Indian Child Welfare Specialist and Administrator, Regional Services Division	November 1, 1994
2. Potential members are contacted and asked to serve.	Administrator, Regional Services Division and Council	December 1, 1994
3. Appointments are completed.	Council chairperson, Regional Administrators, Director's Office	January 1, 1995

Objective 6-b: DFS will continue to clarify the relationship between state and tribal governments with regards to family services, with the constant intent to provide the best possible services with the least intrusion upon sovereignty.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Montana will create a long-term plan for delivery of services to Native American Children and Families to address: family preservation, reducing out-of-home placements and increasing permanency.	DFS Indian Child Welfare Specialist, DFS Permanency Planning Program Officer	March 30, 1995
2. The statewide Indian Child Welfare Conference will be held in Great Falls.	Indian Child Welfare Specialist and Training Officer	October 31, 1994
3. DFS will enter into three new agreements and contracts for IV-E services.	Indian Child Welfare Specialist	December 31, 1994
4. Each tribal government will be asked to submit an Indian Child Welfare Plan for those families for whom they are responsible.	DFS Indian Child Welfare Specialist and Tribal governments	April 1, 1995
5. DFS will entertain proposals for contracted services on the Blackfeet, Fort Belknap and Fort Peck Reservations.	DFS Indian Child Welfare Specialist and Tribal governments	May 31, 1995

Objective 6-c: Native Americans will be included in all DFS and inter-agency planning efforts for increasing the system of community-based, family-oriented services.-

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Native American Advisory Council organized by the BIA and DFS meets regularly in follow-up to August, 1994 regular meeting.	Indian Child Welfare Specialist	On-going, as decided by the participants

Objective 6-d: DFS will continue to provide funds and support for recruiting and training Native American foster homes.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Create and distribute a Native American foster parent recruitment RFP, as funds allow.	Indian Child Welfare Specialist	Dependent on funding
2. Training will be provided to all DFS staff who serve Native American Families on family preservation.	Training Officer, Indian Child Welfare Specialist, with contracted service providers	In accordance with training plan

Objective 7-a: DFS as the lead agency will convene a planning team of representatives from all family serving agencies in the state for the purpose of creating an integrated five year family service plan.

1. Recommendations for the committee will be made to the Director.	Administrator, PM Division and PM Division Bureau Chiefs	October 31, 1994
2. The Director will appoint the committee.	Director	November 20, 1994
3. The committee will hold a series of at least four meetings.	Committee members, chaired by DFS.	March 30, 1995

Objective 7-b: Using the information from the committee, DFS will draft an integrated five year state plan for family services, by June 30, 1995.

1. Information from the planning committee will be collected and analyzed.	PM Division staff	March 30, 1995
2. The plan will be drafted and circulated for further review by the larger DFS community and the DFS Management Team.	Task force designated by the planning committee	April 30, 1995.

PART III: BUDGET REQUEST/SUMMARY OF CHILD WELFARE SERVICES

ANNUAL BUDGET REQUEST FOR TITLE IV-B FUNDS (FY95)

Submission:
☒ New (9/15/94)
☐ Revision

Fiscal Year 1995
October 1, 1994 through September 30, 1995

PART 1 {FY95: 9/15/94}

State or ITO: MONTANA

EIN: 810-30240274

ADDRESS:

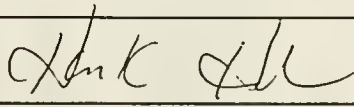
Montana Department of Family Services
P.O. Box 8005
Helena, MT 69604

A. COMPUTATION OF FEDERAL GRANT AWARD	STATE	INDIAN TRIBAL ORGANIZATION
1) Total estimated Title IV-B expenditures:	3,507,510	
2) Total Federal Share:	1,211,809	
a) Allotment	1,211,809	
b) Reallotment		
c) Transfer from Foster Care (Title IV-E)		

Funds totalling more than the State's share of the \$141 million allotment will not be released to the State unless the State meets the conditions of Section 427 of the Social Security Act.

B. CERTIFICATION BY STATE AGENCY

The State Agency or Indian Tribal Organization submits the above estimate and request of grant award under Title IV-B of the Social Security Act and agrees that the estimated expenditures will be made in accordance with the Child Welfare Services Plan, which has been jointly developed with the ACF Regional Office and has been determined to meet all the requirements of the Act, for the Fiscal Year ending September 30.

(Signature) Hank Hudson Administrator, Title IV-B Agency or Authorized Official, ITO	REGIONAL OFFICE APPROVAL
(Title -- please type) DIRECTOR, MONTANA DFS	
(Date Submitted) September 15, 1994	DATE 9-15-94

State of MONTANA for Fiscal Year 95: October 1, 1994 to September 30, 1995

PART II {9/15/94}

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM (\$ THOUSANDS)					ESTIMATED NUMBER OF CLIENTS TO BE SERVED (FY95)
	STATE, LOCAL & DONATED					
	FEDERAL FUNDS					
	(a) IV-B	(b) IV-E	(c) OTHER			
1) <u>Preventive/Supportive Services, including Protective Services</u>	454.16	392.75	327.24 {2 AND 3}	4,596.15	6,595.13 {2}	a) 14,252 {1: CPS} b) 420 {2: Youth Correctional Institutions}
2) <u>Foster Care Maintenance Payments:</u> a) Foster Family Care	81.4	793.52			2,855.38	(a) 2,309 (FY94)
b) Group/Institutional Care	190.0	1,851.54			8,995.89	(b) 1,860 (FY94)
3) <u>Foster Care Services:</u>	486.25	916.43			6,993.12	(3) 3,580 (FY94)
4) <u>Adoption:</u>						
a) Subsidy		384.44			267.41	260
b) Medical Services for Adoption Assistance						
5) <u>Admin/Management</u>		112.12			1,271.45	
6) <u>Day Care Related to Employment or Training for Employment</u>	DFS manages the Child Care and Development Block Grant (CCDBG) and the Care (ARCC/IV-A) programs, but these are not included in this chart.					At-Risk Child
7) TOTAL	1,211.81	4,450.80	327.24 {2 AND 3}			NA (Duplicated counts among rows 1, 2 & 3)

* Other Federal Programs (and Key to the bracketed note codes used above).

{1} = CPS Services

{2} = Youth Correctional Institutions

{3} = ESEA Chapter I & II and USDA School Funds (State Office)

PRE-PLACEMENT PREVENTION AND FAMILY REUNIFICATION SERVICES
[FY95 UPDATE: 9/15/94]

PRE-PLACEMENT PREVENTION SERVICES:

The following pre-placement prevention services are available within each DFS region during FY95 (10/1/94 - 9/30/95).

■ **24-hour emergency services**

■ **Emergency shelter:**

- ◆ Receiving homes
- ◆ Shelter care facilities
- ◆ Spouse abuse shelters

■ **Child protective service investigations**

■ **Case planning**

■ **Case management of on-going CPS cases**

■ **Child protective services day care**

■ **Child Care and Development Block Grant Day Care**

■ **Child Care Resource and Referral (R&R) services**

■ **IV-A At-Risk Child Care, AFDC Day Care and Transitional Day Care**

■ **Family support services funded by the DFS Partnership for Strengthening Families Project**

■ **Managing Resources Montana: Managed Care for SED youth: case management/treatment**

■ **Home-based family preservation services:**

- ◆ Family-based services for placement prevention
- ◆ Home attendant services
- ◆ Family therapy
- ◆ Individual and group therapy
- ◆ Social services
- ◆ Respite care
- ◆ Training for parents

■ **Information/referral/follow-up:**

- ◆ Alcohol and drug counseling/treatment
- ◆ Financial assistance
- ◆ Handicapped children's services
- ◆ Medical/health services
- ◆ Planned parenthood
- ◆ Legal services

■ **Volunteer programs:**

- ◆ Big Brothers and Sisters
- ◆ Parents' Anonymous (and similar support groups)

2. **FAMILY RE-UNIFICATION SERVICES:**

The following re-unification services are available in each DFS region during FY94 (10/1/94-9/30/95).

■ **Foster care:**

- ◆ Permanency planning for life-long family ties
- ◆ Building Skills for Adulthood (Independent Living) Services
- ◆ Voluntary placement
- ◆ Court intervention
- ◆ Residential treatment
- ◆ Recruitment and training
- ◆ Policy and standards
- ◆ Judicial determination

■ **Case review systems:**

- ◆ Case plan
- ◆ Supervisory review of case progress
- ◆ Periodic review
- ◆ Dispositional hearings
- ◆ Parental participation
- ◆ Other procedural safeguards

■ **Adoption:**

- ◆ Recruitment and training
- ◆ Public awareness
- ◆ Exchanges
- ◆ Subsidies
- ◆ Policy and standards
- ◆ Legal services
- ◆ Post-adoption services:
 - * Searches
 - * Support groups